**Video Title:** Managing Through Crisis: How To Market During COVID-19

**Video URL:** <https://www.youtube.com/watch?v=x6sYo4UYFmE>

**Running Time/Source:** 23:00, Harvard Business School/YouTube

**Close Caption Available:** Yes

This video presents the results of an interview of two members of the faculty of the Harvard Business School. The interview was based on the research they had done and published which reported interviews they had conducted with 12,000 people around the world.

The interviewees offered a number of recommendations based on their research findings as to how companies can market more effectively their products throughout the Covid-19 pandemic. These include:

1. Company products may need to be redesigned to accommodate people who have lost their jobs.

2. Customers want to hear from companies. Do not keep them in the dark.

3. Don't just try to sell to customers. Communicate with them.

4. Do not place advertisements close to pieces that are negative about the coronavirus.

5. Marketing programs must be tied into the different needs of markets.

6. Companies need to provide tangible support to fight the coronavirus, such as, to hospitals, first responders, nurses, and doctors.

7. Lower prices may need to be used to enable companies to hold onto market shares or increase them.

8. Do not lie to customers. Do not be fooled by fake, undocumented news.

9. Emphasize the "new normal," not the "old normal."

10. Customers prefer to hear from companies' CEOs, not lower-level personnel.

11. Do not use jolly or frivolous ads or those that promote escapism from Covid-19.

12. Companies need to focus on the entire marketing environment, including the economy, technology, culture, etc., not just markets.

The video describes how Lever Brothers is addressing the problems it is experiencing in its European Union market from the coronavirus for one of its major product lines, Dove (soaps, women's hair products, etc). It will spend 200 million euros on this project that will target customers, suppliers, employees, and the Union's economy.

Questions:

1. Why might Lever Brothers use its Dove line as the tip of the spear in its desire to successfully deal with the effects of Covid-19 in its European Union market?

2. What are some of the criticisms that might apply to Lever Brothers/ Dove initiative?